

## Mid-Cumberland Region CQI Program Regional Structure

### Regional Description

The Mid-Cumberland Region consists of 12 counties: Montgomery, Cheatham, Robertson, Williamson, Wilson, Trousdale, Sumner, Rutherford, Dickson, Stewart, Humphreys, and Houston. Some of the counties are combined into clusters for purposes of supervision, including: Dickson/Stewart/Humphreys/Houston, Cheatham/Robertson/Williamson and Wilson/Trousdale.

The population of these counties totals 1,041,280 according to U.S. Census statistics. This does not include the population of Ft. Campbell Air Force Base, which straddles the state line between Tennessee (Montgomery County) and Kentucky. The population of that base is 62,886, inclusive of active duty officers, active duty enlisted, and family members.

Race, ethnicity, and cultures are widely mixed within the region, with the range of variation dependent on location. The county with the most diverse distribution is Montgomery County and this is mostly due to the fact that there is a military installation located within the county that is comprised of individuals from all over the country.

The geographic area that the region encompasses is vast; a total of 5414.84 square miles. The region contains the third largest county in the state – Humphreys County. Infrastructure is varied, with Interstates (I-24, I-40, I-65) crossing through some of the counties in the south, east, and northeast in the region (more urban areas), while in other areas; infrastructure is limited to small two-lane roads maintained by the counties or other jurisdictions. Public transportation is limited to cities such as Murfreesboro (Rutherford County) and Clarksville (Montgomery County). Resources are also more readily clustered around the urban areas, with the rural areas having fewer to no resources or resources that have long waiting lists. Industry and employment rates are also varied dependent on location. Per capita income ranges from a high median of \$41,558 in Williamson County to a low median of \$18,973 in Houston County. Poverty levels also vary, with the poverty-level-population sitting at a low of 5.5% in Williamson County and a high of 18.4% in Houston County. Housing costs are greatly varied – with the high median cost again being in Williamson - \$336,900 and the low median cost again being in Houston - \$88,200. Many other demographic facts are readily available on Tennessee websites such as TDOT and also on sites such as the US Census Bureau.

In terms of how these statistics impact the work of DCS, it is fairly simple to predict some of the strengths and the challenges. In areas where unemployment is high, resources are scarce and public transportation doesn't exist, this means longer drives for families to access resources and sometimes they may not qualify for the resources or they may be put on a waiting list. In areas where the resources and community support are strong, such as Montgomery County, Rutherford County and Williamson County, it is an easier path for families to access solid supports.

### Leadership CQI Workgroup(s)

The Mid-Cumberland Region maintains two teams at this level. One team is the Quality Practice Team (known as QPT) and the other is Core Leadership.

**The Core Leadership Team** is comprised of management and its membership is by invitation if an individual is not already a member of the management team. The Core Leadership team addresses decisions, initiatives, and other issues that require a confidential setting and/or that are appropriate for management to address. This team receives referrals from other CQI teams within the region and works collaboratively with the Quality Practice Team as appropriate for specific initiatives.

**The Quality Practice Team** is comprised of all classification levels and areas of practice and the team serves as the second level of review for referrals made by other CQI teams in the region. The team also serves as a CQI team with a regionally based perspective and therefore utilizes data from regional reviews, such as QSR and CPR, in order to initiate practice improvement discussions and decisions. A QPT Liaison from all other CQI teams attends the QPT and reports on the work of their specific CQI team. A Field Focus representative attends QPT and serves as the link of communication between Field Focus and the Mid-Cumberland Region. The team also serves as a venue for report-outs of surveys that have been conducted on a statewide level and that have results for each region. The QPT is assigned review of **COA Standards: Administration and Management, Risk Management, and PQI (Performance and Quality Improvement)**. The QPT also conducts the preliminary review of case files for COA file review.

### **CQI Workgroups**

The Mid-Cumberland Region supports the function of 7 additional CQI teams in addition to the QPT. Descriptions of the teams are as follows:

#### **Resource Parent & Kinship Circle (Level 1)**

##### **Assigned COA Standards: Kinship, Foster Care, Client Rights**

The Resource Parent and Kinship Circle focuses on the improvement of relationships and the improvement of practice with traditional Resource Parents and Kinship Providers. This circle is also dedicated to addressing needs and sharing successful initiatives developed by these providers. Additionally, the circle will focus on ways of increasing the percentage of kinship placements and means of reducing kinship disruptions. Interested staff from all areas and disciplines within the region can participate in this circle. Resource Parents, Kinship Providers, and Stakeholders are encouraged to participate in this circle.

#### **Professional Development & HR Circle (Level 1)**

##### **Assigned COA Standards: Training and Supervision, Human Resources, Ethics**

The Professional Development and HR Circle focuses on training, development, as well as coaching, and mentoring. Their work also centers around ensuring that the region is able to provide the training tools and HR support necessary to meet the career needs of all staff. The membership of the circle is comprised of DCS training staff, HR staff, and interested staff from any areas and disciplines within the region.

#### **Juvenile Justice Workgroup (Level 1)**

##### **Assigned COA Standards: Juvenile Justice, Client Rights**

The Juvenile Justice Workgroup is composed of JJ staff as well as any interested staff from any area or discipline. The circle is a primary resource for developing strategies and initiatives for practice improvement in Juvenile Justice while also considering how to increase community safety as it relates to

this population. A main area of focus should be to identify barriers and develop solutions for providing quality services for youth who are adjudicated Delinquent. This circle focuses on ideas of how to develop informal supports that are sustainable over time for youth that are exiting the system, as data has shown this to be an area of challenge.

**Social Services Workgroup (Level 1)****Assigned COA Standards: Foster Care, Adoption, Client Rights**

The Social Services Workgroup is composed of Social Services and Foster Care staff, as well as interested staff from any area or discipline. The team develops strategies and initiatives for practice improvement in this area. A main focus is to identify barriers and develop solutions for provision of quality services to children in foster care adjudicated as D/N or Unruly as well as those receiving FSS and FCIP services.

**Child Protective Services / Safety Workgroup (Level 1)****Assigned COA Standards: CPS, Client Rights**

The Child Protective Services Workgroup is composed of CPS staff and interested staff from any area or discipline, but primarily CPS Assessment and Investigation. The team is the primary resource for developing strategies and initiatives for practice improvement in this area, inclusive of issues specific to CPS Overflow staff, who must balance dual roles. The Workgroup can also serve as a venue to discuss the evolving challenges as well as advantages resulting from the 2013 restructure of CPS.

**Resources & Facilities Circle (Level 1)****Assigned COA Standards: Fiscal, Administrative Services Environment**

The Resources and Facilities Circle focuses on identifying fiscal barriers and assists in developing practical and functional resolutions to those barriers. The circle also focuses on ensuring that employees have a safe working environment and the tools needed to perform their duties. Risk management is a prevalent focus area for this circle. The Fiscal Director is a permanent member of the team, as is the Facilities Manager. Interested staff from all areas and disciplines within the region can participate in this circle.

**Child Health Circle (Level 1)****Assigned COA Standards: Behavior Support Management**

The Child Health Circle focuses on ensuring that all of the children served by DCS have appropriate health and education services. There are a myriad of issues relative to this area of practice and in the past, teams formed around this focus area have produced innovative processes that have helped to increase efficiency and therefore, have improved our overall service to children and families. Interested staff from all areas and disciplines within the region can participate in this circle

**In-Home Tennessee Teams**

The Mid-Cumberland Region commenced their initiation of In-Home Tennessee in May 2013 and since that time; the region has completed several tasks in support of the process. The requisite teams have begun to form and one team (Communications Workgroup) will commence meeting in August. There will eventually be 4 ongoing teams that function to support In-Home Tennessee. A description of each team is as follows:

**Regional Implementation Team**

The Regional Implementation Team is the oversight team for In-Home Tennessee in the Mid-Cumberland Region. This team serves as the point for monitoring and supporting any overarching tasks related to this initiative. This team also serves to make any broad scale management decisions related to In-Home Tennessee.

### **Communications Workgroup**

The Communications Workgroup serves in the capacity to develop and complete a regional communication plan regarding In-Home Tennessee activities, purpose and progress.

### **Service Array Process Team**

The Service Array Process Team provides support for the region's service array assessments. The team develops practice improvement planning based upon the results of the service array assessments.

### **Practice, Training and Coaching Team**

The Practice, Training and Coaching Team is responsible to deliver In-Home Tennessee training and coaching. The team will assist with the development of a regional coaching plan and culture. This team will work with the Professional Development and HR Circle as needed to deliver the most efficient outcomes for this aspect of the In-Home Tennessee initiative.

### **Regional CQI Schedule**

<b>CQI Workgroup</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>	<b>Scribe</b>
CPS Workgroup	4 <sup>th</sup> Monday at 9:30	Angela Sadler	Carmen Lowe-Harris
SS Workgroup	3 <sup>rd</sup> Tuesday at 2:00	Meredith Worsham	Shannon Romans
JJ Workgroup	2 <sup>nd</sup> Monday at 1:00	Kathy Shannon	Doris Hoffman
Professional Development/HR Circle	2 <sup>nd</sup> Thursday at 1:00	Elizabeth Ellis	Joseph Wayne Hicks
Resource Parent/Kinship Circle	3 <sup>rd</sup> Wednesday at 11:30	Michael Spring and Keiana Reed	Diane Harris
Resources & Facilities Circle	3 <sup>rd</sup> Thursday at 9:00	David Krebs and Faye Head	Natalie Hamilton
Child Health Circle	2 <sup>nd</sup> Thursday at 10:00	Dr. Lisa Pellegrin	Kathryn Kranitzky
Quality Practice Team	4 <sup>th</sup> Tuesday at 9:00	Deirdre Lackey	Leann Smith
<b>In-Home Tennessee</b>	<b>Regular Meeting Time</b>	<b>Facilitator</b>	<b>Scribe</b>
Regional Implementation Team	4 <sup>th</sup> Tuesday – Time TBA	TBA	TBA
Communications Workgroup	Last Wednesday at 10:00	Marseeia Segovia	TBA
Service Array Process Team	TBA	Angela Mitchell	TBA
Practice, Training & Coaching Team	TBA	Coretta Young	TBA

